

Form 990

Department of the Treasury  
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

2011

Open to Public Inspection

A For the 2011 calendar year, or tax year beginning 01-01-2011 and ending 12-31-2011

B Check if applicable

☐ Address change

☐ Name change

☐ Initial return

☐ Terminated

☐ Amended return

☐ Application pending

C Name of organization

Chamber of Commerce of the USA

Doing Business As

Number and street (or P O box if mail is not delivered to street address)

Room/suite

1615 H Street NW

City or town, state or country, and ZIP + 4

Washington, DC 200622000

F Name and address of principal officer

Stan M Harrell

1615 H Street NW

Washington, DC 200622000

D Employer identification number

53-0045720

E Telephone number

(202) 463-5590

G Gross receipts \$ 151,732,569

I Tax-exempt status

☐ 501(c)(3) ☒ 501(c) ( 6 ) ☐ (insert no ) ☐ 4947(a)(1) or ☐ 527

J Website:

www.uschamber.com

K Form of organization

☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation

1915

M State of legal domicile

DC

Part I

Summary

Activities & Governance	<div>1 Briefly describe the organization's mission or most significant activities</div> <div>To advance human progress through an economic, (Please see Schedule O for the continuation)political, and social system based on individual freedom, incentive, opportunity and responsibility</div>		
Revenue	<div>2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets</div>		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	152
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	146
	5 Total number of individuals employed in calendar year 2011 (Part V, line 2a)	5	475
	6 Total number of volunteers (estimate if necessary)	6	0
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	323,700
	b Net unrelated business taxable income from Form 990-T, line 34	7b	0
Expenses			
	8 Contributions and grants (Part VIII, line 1h)	Prior Year	
	9 Program service revenue (Part VIII, line 2g)	188,796,550	
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	2,437,323	
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	102,144	
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	7,250,133	
		198,586,150	
Net Assets or Fund Balances			
	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	Current Year	
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0	
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	
	16a Professional fundraising fees (Part IX, column (A), line 11e)	67,048,490	
	b Total fundraising expenses (Part IX, column (D), line 25) <input type="checkbox"/> 0	988,781	
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)		
	18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	119,130,523	
	19 Revenue less expenses Subtract line 18 from line 12	187,167,794	
		11,418,356	
		69,785,543	
		145,695,316	
		1,677,039	
		Beginning of Current Year	
	20 Total assets (Part X, line 16)	93,690,896	
	21 Total liabilities (Part X, line 26)	113,477,015	
	22 Net assets or fund balances Subtract line 21 from line 20	106,893,541	
		-13,202,645	
		End of Year	
		113,477,015	
		142,754,745	
		-29,277,730	

Part II

Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer

Stan M Harrell SVP, CFO & CIO

2012-11-14

Date

Paid Preparer's Use Only

Preparer's signature

Howard A Levenson

Date

Check if self-employed ☐

Preparer's taxpayer identification number (see instructions)

P00743571

Firm's name (or yours if self-employed), address, and ZIP + 4

Ernst and Young US LLP

1101 New York Ave NW

Washington, DC 20005

EIN

Phone no (202) 327-6000

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2011)

Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III

1

Briefly describe the organization's mission

The Chamber of Commerce serves its members and the nation's business community by analyzing national economic and social issues and by helping legislators and national leaders to shape policies and proposals to foster the development of American business

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

Yes

☒

No

If "Yes," describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services?

Yes

☒

No

If "Yes," describe these changes on Schedule O

4

Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code ) (Expenses \$ including grants of \$ ) (Revenue \$ )

Research and track issues affecting the business community and support pro-business legislation, regulations, and political activities

4b

(Code ) (Expenses \$ including grants of \$ ) (Revenue \$ )

Enhance the competitiveness of business in the global marketplace Lobby for business' trade agendas and manage programs that educate American companies about trade opportunities

4c

(Code ) (Expenses \$ including grants of \$ ) (Revenue \$ )

Work closely with associations and state and local chambers of commerce to build awareness of and involvement in top policy issues and generate grassroots momentum

(Code ) (Expenses \$ including grants of \$ ) (Revenue \$ )

Recruit and retain members and coordinate member relations

4d

Other program services (Describe in Schedule O )

(Expenses \$ including grants of \$ ) (Revenue \$ )























4e

Total program service expenses

\$

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Part IV Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A . . . . .	1	No
2	Is the organization required to complete Schedule B, Schedule of Contributors(see instructions)?  . . . . .	2	Yes
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I  . . . . .	3	Yes
4	<b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II . . . . .	4	
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III  . . . . .	5	Yes
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I  . . . . .	6	No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II  . . . . .	7	No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III  . . . . .	8	No
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV  . . . . .	9	No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V  . . . . .	10	No
11	If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.  . . . . .	11a	Yes
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII.  . . . . .	11b	No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII.  . . . . .	11c	No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX.  . . . . .	11d	No
e	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X.  . . . . .	11e	Yes
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X.  . . . . .	11f	Yes
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII  . . . . .	12a	No
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional  . . . . .	12b	Yes
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E . . . . .	13	No
14a	Did the organization maintain an office, employees, or agents outside of the United States? . . . . .	14a	Yes
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Part I . . . . .  . . . . .	14b	Yes
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U S ? If "Yes," complete Schedule F, Part II and IV . . . . .  . . . . .	15	No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U S ? If "Yes," complete Schedule F, Part III and IV . . . . .  . . . . .	16	No
17	Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I  . . . . .	17	Yes
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II . . . . .  . . . . .	18	No
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III . . . . .  . . . . .	19	No
20a	Did the organization operate one or more hospitals? If "Yes," complete Schedule H . . . . .	20a	No
b	If "Yes" to line 20a, did the organization attach its audited financial statement to this return? <b>Note.</b> All Form 990 filers that operated one or more hospitals must attach audited financial statements . . . . .	20b	

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> . . . . .	21		No
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> . . . . .	22		No
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> . . . . .	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to line 25</i> . . . . .	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . .	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . .	24d		
25a	<b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	25a		
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	25b		
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i> . . . . .	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i> . . . . .	27		No
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	28a	Yes	
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	28c	Yes	
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> . . . . .	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . . .	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> . . . . .	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .	33	Yes	
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i> . . . . .	34		No
35a	Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?	35a		No
b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	35b		No
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> . . . . .	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance				
Check if Schedule O contains a response to any question in this Part V <input type="checkbox"/>				
			Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable. .	1a	411	
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	1b	0	
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements filed for the calendar year ending with or within the year covered by this return. .	2a	475	
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?  Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	2b	Yes	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.	3b	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)?	4a	Yes	
b	If "Yes," enter the name of the foreign country: <u>IN</u> See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		No
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	6a	Yes	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	Yes	
7	Organizations that may receive deductible contributions under section 170(c).			
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		
d	If "Yes," indicate the number of Forms 8282 filed during the year.	7d		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8		
9	Sponsoring organizations maintaining donor advised funds.			
a	Did the organization make any taxable distributions under section 4966?	9a		
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b		
10	Section 501(c)(7) organizations. Enter			
a	Initiation fees and capital contributions included on Part VIII, line 12.	10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.	10b		
11	Section 501(c)(12) organizations. Enter			
a	Gross income from members or shareholders.	11a		
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).	11b		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b		
13	Section 501(c)(29) qualified nonprofit health insurance issuers.			
a	Is the organization licensed to issue qualified health plans in more than one state? Note. All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state.	13a		
b	Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.	13b		
c	Enter the aggregate amount of reserves on hand.	13c		
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		No
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.	14b		

Part VI

**Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.  
Check if Schedule O contains a response to any question in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year . . . . .		
1a	152		
b	Enter the number of voting members included in line 1a, above, who are independent . . . . .	1b	146
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .	2	Yes
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . . . .	3	No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .	4	No
5	Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .	5	No
6	Did the organization have members or stockholders? . . . . .	6	No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .	7a	No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .	7b	No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following . . . . .		
a	The governing body? . . . . .	8a	Yes
b	Each committee with authority to act on behalf of the governing body? . . . . .	8b	Yes
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .	9	No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates? . . . . .	10a	No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . .	10b	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? . . . . .	11a	No
b	Describe in Schedule O the process, if any, used by the organization to review the Form 990 . . . . .		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .	12a	Yes
b	Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	12b	Yes
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .	12c	Yes
13	Did the organization have a written whistleblower policy? . . . . .	13	Yes
14	Did the organization have a written document retention and destruction policy? . . . . .	14	Yes
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? . . . . .		
a	The organization's CEO, Executive Director, or top management official . . . . .	15a	Yes
b	Other officers or key employees of the organization . . . . .	15b	Yes
	If "Yes," to line 15a or 15b, describe the process in Schedule O (see instructions) . . . . .		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .	16a	No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .	16b	

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed <input checked="" type="checkbox"/> DC
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request
19	Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization. <input checked="" type="checkbox"/> Stan M Harrell 1615 H Street NW Washington, DC 200622000 (202) 463-5590

Check if Schedule O contains a response to any question in this Part VII ☒

☐ Check this box if neither the organization nor any related organizations compensated any current or former officer, director, or trustee

Form **990** (2011)

## Part VII

<b>1b</b>	<b>Sub-Total</b>			
<b>c</b>	<b>Total from continuation sheets to Part VII, Section A</b>			
<b>d</b>	<b>Total (add lines 1b and 1c)</b>	18,262,219	0	1,101,932

**2** Total number of individuals (including but not limited to those listed in Item 1) who received more than \$100,000 of reportable compensation from the organization. 142

		Yes	No
3	Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	3 Yes	
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	4 Yes	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .	5	No

## Section B. Independent Contractors

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
Heffron Company Inc 4940 Nicholson Court Kensington, MD 20895	Commerical building services	7,567,464
Design Data System Inc 610 Professional Drive Gaithersburg, MD 20879	IT services	2,888,669
Revolution Media 1090 Vermont Ave NW Washington, DC 20005	Advertising services	2,605,111
Integrated Web Strategies LLC 5330 N12TH Street Phoenix, AZ 85014	Web services	2,067,260
Hunton and Williams PO BOX 405759 Atlanta, GA 30384	Legal and public relations services	1,541,463
<b>2</b> Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization <b>87</b>		



Part VIII

Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514		
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . .	1a						
	b	Membership dues . . . . .	1b						
	c	Fundraising events . . . . .	1c						
	d	Related organizations . . . .	1d	499,992					
	e	Government grants (contributions)	1e						
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	136,525,573					
	g	Noncash contributions included in lines 1a-1f \$ _____							
	h	Total. Add lines 1a-1f . . . . .		137,025,565					
Program Service Revenue			Business Code						
	2a	Sponsorships/royalties	711190	756,785	756,785				
	b	Meetings	900099	554,923	554,923				
	c	Publication sales	511190	436,133	436,133				
	d	Advertising	541800	283,700		283,700			
	e	Government service gra	541900	42,412	42,412				
	f	All other program service revenue		63,067	23,067	40,000			
	g	Total. Add lines 2a-2f . . . . .		2,137,020					
Other Revenue	3	Investment income (including dividends, interest and other similar amounts) . . . . .		4,893			4,893		
	4	Income from investment of tax-exempt bond proceeds . .							
	5	Royalties . . . . .							
	6a	Gross rents	(i) Real	(ii) Personal					
			242,265	75,359					
			b	Less rental expenses	0	75,359			
			c	Rental income or (loss)	242,265	0			
	d	Net rental income or (loss) . . . . .		242,265			242,265		
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other					
			5,412,692						
			b	Less cost or other basis and sales expenses	4,284,855				
			c	Gain or (loss)	1,127,837				
	d	Net gain or (loss) . . . . .		1,127,837			1,127,837		
	8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 . . . . .	a						
	b	Less direct expenses . . . . .	b						
	c	Net income or (loss) from fundraising events . .							
	9a	Gross income from gaming activities See Part IV, line 19 . . . . .	a						
	b	Less direct expenses . . . . .	b						
	c	Net income or (loss) from gaming activities . .							
	10a	Gross sales of inventory, less returns and allowances . . . . .	a						
	b	Less cost of goods sold . . . . .	b						
	c	Net income or (loss) from sales of inventory . .							
Miscellaneous Revenue		Business Code							
11a	Affiliate admin charge	561000	6,819,250	6,819,250					
b	Miscellaneous revenue	900099	15,525	15,525					
c									
d	All other revenue . . . . .								
e	Total. Add lines 11a-11d . . . . .		6,834,775						
12	Total revenue. See Instructions . . . . .		147,372,355	8,648,095	323,700	1,374,995			

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D)

Check if Schedule O contains a response to any question in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States See Part IV, line 21				
2	Grants and other assistance to individuals in the United States See Part IV, line 22				
3	Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees . . . . .	12,865,457			
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .				
7	Other salaries and wages	48,147,032			
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .	8,163,060			
9	Other employee benefits . . . . .	1,993,963			
10	Payroll taxes . . . . .	3,506,354			
11	Fees for services (non-employees)				
a	Management . . . . .	2,251,804			
b	Legal . . . . .	1,789,589			
c	Accounting . . . . .	500,179			
d	Lobbying . . . . .	9,113,388			
e	Professional fundraising See Part IV, line 17 . . . . .	1,233,907			
f	Investment management fees . . . . .				
g	Other . . . . .	9,133,529			
12	Advertising and promotion . . . . .	6,868,804			
13	Office expenses . . . . .	5,893,569			
14	Information technology . . . . .	7,900,007			
15	Royalties . . . . .				
16	Occupancy . . . . .	7,065,846			
17	Travel . . . . .	8,596,771			
18	Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
19	Conferences, conventions, and meetings . . . . .	4,329,489			
20	Interest . . . . .	1,106,893			
21	Payments to affiliates . . . . .				
22	Depreciation, depletion, and amortization . . . . .	2,452,253			
23	Insurance . . . . .				
24	Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O )				
a	Contr to other orgs	1,857,009			
b	Contr to affiliates	563,026			
c	Bad debt expense	219,000			
d	Taxes	144,387			
e					
f	All other expenses				
25	Total functional expenses. Add lines 1 through 24f	145,695,316			
26	Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X

Balance Sheet

						(A)		(B)
						Beginning of year		End of year
Assets	1	Cash—non-interest-bearing . . . . .				43,468,600	1	55,675,130
	2	Savings and temporary cash investments . . . . .				136,675	2	10,165,552
	3	Pledges and grants receivable, net . . . . .				30,768,849	3	27,942,164
	4	Accounts receivable, net . . . . .				95,162	4	38,940
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L . . . . .					5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L . . . . .					6	
	7	Notes and loans receivable, net . . . . .					7	
	8	Inventories for sale or use . . . . .					8	
	9	Prepaid expenses and deferred charges . . . . .				1,260,427	9	1,160,871
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D . . . . .	10a	40,324,674				
	b	Less: accumulated depreciation . . . . .	10b	21,832,760		17,958,739	10c	18,491,914
	11	Investments—publicly traded securities . . . . .				2,444	11	2,444
	12	Investments—other securities. See Part IV, line 11 . . . . .					12	
	13	Investments—program-related. See Part IV, line 11 . . . . .					13	
	14	Intangible assets . . . . .					14	
	15	Other assets. See Part IV, line 11 . . . . .					15	
	16	<b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .				93,690,896	16	113,477,015
Liabilities	17	Accounts payable and accrued expenses . . . . .				16,233,320	17	16,243,585
	18	Grants payable . . . . .					18	
	19	Deferred revenue . . . . .				87,000	19	27,000
	20	Tax-exempt bond liabilities . . . . .					20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .					21	
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L . . . . .					22	
	23	Secured mortgages and notes payable to unrelated third parties . . . . .				10,000,000	23	20,260,070
	24	Unsecured notes and loans payable to unrelated third parties . . . . .					24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D . . . . .				80,573,221	25	106,224,090
	26	<b>Total liabilities.</b> Add lines 17 through 25 . . . . .				106,893,541	26	142,754,745
Net Assets or Fund Balances	<b>Organizations that follow SFAS 117, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>							
	27	Unrestricted net assets . . . . .				-70,742,271	27	-94,562,293
	28	Temporarily restricted net assets . . . . .				57,539,626	28	65,284,563
	29	Permanently restricted net assets . . . . .					29	
	<b>Organizations that do not follow SFAS 117, check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>							
	30	Capital stock or trust principal, or current funds . . . . .					30	
	31	Paid-in or capital surplus, or land, building or equipment fund . . . . .					31	
	32	Retained earnings, endowment, accumulated income, or other funds . . . . .					32	
	33	<b>Total net assets or fund balances</b> . . . . .				-13,202,645	33	-29,277,730
	34	<b>Total liabilities and net assets/fund balances</b> . . . . .				93,690,896	34	113,477,015

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	147,372,355
2	Total expenses (must equal Part IX, column (A), line 25)	2	145,695,316
3	Revenue less expenses Subtract line 2 from line 1	3	1,677,039
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	-13,202,645
5	Other changes in net assets or fund balances (explain in Schedule O)	5	-17,752,124
6	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	-29,277,730

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		No
b	Were the organization's financial statements audited by an independent accountant?	Yes	
c	If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
d	If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis		
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

Additional Data

Software ID:  
Software Version:  
EIN: 53-0045720  
Name: Chamber of Commerce of the USA

Form 990, Special Condition Description:

Special Condition Description
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Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

4d. Other program services
(Code ) (Expenses \$ including grants of \$ ) (Revenue \$ ) Recruit and retain members and coordinate member relations

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
John W Bachmann Senior Council/Director	1 00	X		X				0	0	0
Thomas D Bell Jr Chairman Exec Comm/Directo	1 00	X		X				0	0	0
Maura W Donahue Senior Council/Director	1 00	X		X				0	0	0
Thomas J Donohue President and CEO	40 00	X		X				4,916,571	0	31,205
Michael L Ducker Reg Vice Chair(SE)/Dir	1 00	X		X				0	0	0
Carrie E Dwyer Reg Vice Chair(West)/Dir	1 00	X		X				0	0	0
Craig L Fuller Reg Vice Chair(East)/Dir	1 00	X		X				0	0	0
Fred Kaiser Reg Vice Chair(NW)/Dir	1 00	X		X				0	0	0
William G Little Reg Vice Chair (G Lakes)/D	1 00	X		X				0	0	0
Richard H McClure Reg Vice Chair(S Cent)/Dir	1 00	X		X				0	0	0
Darlene M Miller Reg Vice Chair(Mid)/Dir	1 00	X		X				0	0	0
Robert S Milligan Chairman/Comp Committee	1 00	X		X				0	0	0
Matthew K Rose Reg Vice Chair (SW)/Dir	1 00	X		X				0	0	0
John Ruan III Chairman/Director	1 00	X		X				0	0	0
Edward B Rust Jr Vice Chairman/Director	1 00	X		X				0	0	0
Gerald L Shaheen Senior Council/Director	1 00	X		X				0	0	0
Donald J Shepard Senior Council/Director	1 00	X		X				0	0	0
Paul S Speranza Jr Senior Council/Director	1 00	X		X				0	0	0
Steve Van Andel Treasurer/Director	1 00	X		X				0	0	0
David Adkisson Director	1 00	X						0	0	0
Harry C Alford Director	1 00	X						0	0	0
Stewart Alvarez Director	1 00	X						0	0	0
George L Argyros Director	1 00	X						0	0	0
Charles E Barnes Sr Director	1 00	X						0	0	0
Hector Barreto Director	1 00	X						0	0	0

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Lane Beattie Director	1 00	X						0	0	0
Sandra Beaty Director	1 00	X						0	0	0
Kathy G Beckett Director	1 00	X						0	0	0
Jorge L Benitez Director	1 00	X						0	0	0
Gary C Bhojwani Director	1 00	X						0	0	0
Daniel J Bryant Director	1 00	X						0	0	0
John Cannon Director	1 00	X						0	0	0
Red Cavaney Director	1 00	X						0	0	0
Norman C Chambers Director	1 00	X						0	0	0
James W Cicconi Director	1 00	X						0	0	0
Kevin M Connelly Director	1 00	X						0	0	0
Donald L Correll Director	1 00	X						0	0	0
Joseph W Craft III Director	1 00	X						0	0	0
Jeffrey C Crowe Director	1 00	X						0	0	0
Brian D Dailey Director	1 00	X						0	0	0
Nicholas J DeIulius Director	1 00	X						0	0	0
Brian L Derksen Director	1 00	X						0	0	0
Marcel Dubois Director	1 00	X						0	0	0
Fuad El-Hibri Director	1 00	X						0	0	0
Patricia Elizondo Director	1 00	X						0	0	0
David R Emery Director	1 00	X						0	0	0
Daniel F Evans Jr Director	1 00	X						0	0	0
Timothy C Everett Director	1 00	X						0	0	0
Robert D Fatovic Director	1 00	X						0	0	0
Patrick Finken Director	1 00	X						0	0	0

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)							(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former				
Martin G Foster Director	1 00	X						0	0	0	
Mark D French Director	1 00	X						0	0	0	
Ted R French Director	1 00	X						0	0	0	
Walter J Galvin Director	1 00	X						0	0	0	
William Garlough Director	1 00	X						0	0	0	
Thomas A Gottschalk Director	1 00	X						0	0	0	
Ernest Green Jr Director	1 00	X						0	0	0	
Shannon L Greene Director	1 00	X						0	0	0	
James M Guyette Director	1 00	X						0	0	0	
W Melvin Haas III Director	1 00	X						0	0	0	
Winthrop M Hallett III IOM Director	1 00	X						0	0	0	
James L Hebe Director	1 00	X						0	0	0	
Kevin Herglotz Director	1 00	X						0	0	0	
S Dale High Director	1 00	X						0	0	0	
James A Hixon Director	1 00	X						0	0	0	
Scott L Holman Sr Director	1 00	X						0	0	0	
John L Hopkins Director	1 00	X						0	0	0	
CA Howlett Director	1 00	X						0	0	0	
Thomas Hutchison III Director	1 00	X						0	0	0	
Gregory Irace Director	1 00	X						0	0	0	
Harold L Jackson Director	1 00	X						0	0	0	
Donald M James Director	1 00	X						0	0	0	
James M Jaska Director	1 00	X						0	0	0	
Jan L Jones Director	1 00	X						0	0	0	
Boland T Jones Director	1 00	X						0	0	0	



**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)							(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former				
Edward Jones Director	1 00	X						0	0	0	
Paul W Jones Director	1 00	X						0	0	0	
Philip D Kennedy Director	1 00	X						0	0	0	
David E Kepler Director	1 00	X						0	0	0	
C Virginia Kirkpatrick Director	1 00	X						0	0	0	
Paul J Klaassen Director	1 00	X						0	0	0	
Klaus Kleinfeld Director	1 00	X						0	0	0	
Susan S Lanigan Director	1 00	X						0	0	0	
Greg Lebedev Director/Consultant	25 00	X						240,000	0	2,400	
James B Lee Jr Director	1 00	X						0	0	0	
Michael A Leven Director	1 00	X						0	0	0	
Stuart L Levenick Director	1 00	X						0	0	0	
Larry A Liebenow Director	1 00	X						0	0	0	
Christopher B Lofgren Director	1 00	X						0	0	0	
Wes W Lucas Director	1 00	X						0	0	0	
Tamara L Lundgren Director	1 00	X						0	0	0	
Robert D MacDonald Director	1 00	X						0	0	0	
Ted Mathas Director	1 00	X						0	0	0	
Michael D Maves Director	1 00	X						0	0	0	
Thomas V McKernan Director	1 00	X						0	0	0	
Richard L McNeel Director	1 00	X						0	0	0	
James W Mendenhall Director	1 00	X						0	0	0	
Gerard K Meuchner Director	1 00	X						0	0	0	
Rance C Miles Director	1 00	X						0	0	0	
David L Miller Director	1 00	X						0	0	0	

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Ronald T Monford Director	1 00	X						0	0	0
Maritza Montiel Director	1 00	X						0	0	0
David Muhlendorf Director	1 00	X						0	0	0
Terry F Neimeyer Director	1 00	X						0	0	0
Dennis E Nixon Director	1 00	X						0	0	0
Brian O'Hara Director	1 00	X						0	0	0
Patricia Owen Director	1 00	X						0	0	0
Daniel F Packer Director	1 00	X						0	0	0
Fredrick D Palmer Director	1 00	X						0	0	0
Peter Paoli Director	1 00	X						0	0	0
David Peacock Director	1 00	X						0	0	0
Manuel J Perez de la Mesa Director	1 00	X						0	0	0
Wolfgang G Pordzik Director	1 00	X						0	0	0
Randal K Quarles Director	1 00	X						0	0	0
Jeffrey K Rageth Director	1 00	X						0	0	0
Martin H Richenhagen Director	1 00	X						0	0	0
Joseph M Rigby Director	1 00	X						0	0	0
Tchad Robinson Director	1 00	X						0	0	0
James E Rogers Director	1 00	X						0	0	0
James E Rutrough Director	1 00	X						0	0	0
Tracy G Schmidt Director	1 00	X						0	0	0
Douglas A Sgarro Director	1 00	X						0	0	0
Rajendra Singh Director	1 00	X						0	0	0
Suzanne Sitherwood Director	1 00	X						0	0	0
Edgar L Smith Jr Director	1 00	X						0	0	0

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)							(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former				
Eric A Spiegel Director	1 00	X						0	0	0	
Charles R Stamp Jr Director	1 00	X						0	0	0	
Donald J Sterhan Director	1 00	X						0	0	0	
Frank Sullivan Director	1 00	X						0	0	0	
Thomas J Tauke Director	1 00	X						0	0	0	
Gary J Taylor Director	1 00	X						0	0	0	
Richard Tobin Director	1 00	X						0	0	0	
Mark S Towe Director	1 00	X						0	0	0	
Leon Trammell Director	1 00	X						0	0	0	
Robert N Trunzo Director	1 00	X						0	0	0	
Harold Turner Jr Director	1 00	X						0	0	0	
Kay Urban Director	1 00	X						0	0	0	
Stephen R Van Meter Director	1 00	X						0	0	0	
Frank L VanderSloot Director	1 00	X						0	0	0	
Roland H Vaughan Director	1 00	X						0	0	0	
Leroy Walker Director	1 00	X						0	0	0	
Steven F Walker Director	1 00	X						0	0	0	
William L Walton Director	1 00	X						0	0	0	
Edward Wanandi Director	1 00	X						0	0	0	
H Thomas Watkins Director	1 00	X						0	0	0	
Mark E Watson III Director	1 00	X						0	0	0	
Robert C Weber Director	1 00	X						0	0	0	
Ronald E Weinberg Director	1 00	X						0	0	0	
Thomas J Wilson Director	1 00	X						0	0	0	
Christopher C Womack Director	1 00	X						0	0	0	

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Joan Woodward Director	1 00	X						0	0	0
James M Wordsworth Director	1 00	X						0	0	0
Lily Fu Claffee SVP & Chief Legal Officer	40 00			X				700,568	0	22,219
Stan M Harrell SVP, CFO & CIO	40 00			X				559,806	0	126,895
David Chavern EVP & COO	40 00				X			1,294,272	0	79,155
Shannon DiBari SVP, Administration	40 00				X			486,832	0	229,772
Robert B Josten EVP, Government Affairs	40 00				X			1,778,478	0	225,325
Agnes Warfield-Blanc SVP, Development & Fundraising	40 00				X			2,924,910	0	47,262
Myron A Brilliant SVP, International Affairs	40 00					X		812,208	0	134,947
Thomas J Collamore SVP, Comm & Strategy	40 00					X		950,736	0	48,400
Carl N Grant SVP, Exec Counselor to President	40 00					X		735,540	0	-68,445
Karen A Harbert President & CEO, Energy Institute	40 00					X		739,440	0	38,713
David T Hirschmann SVP, Pres & CEO of CCMC & GIPC	40 00					X		889,411	0	122,730
Daniel Christman Former Key Employee	20 00						X	150,000	0	9,400
Suzanne Clark Former Key Employee	16 00						X	260,000	0	36,100
William C Miller Former Key Employee	40 00						X	823,447	0	15,854

SCHEDULE C  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ Complete if the organization is described below.  
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

If the organization answered “Yes,” to Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered “Yes,” to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered “Yes,” to Form 990, Part IV, Line 5 (Proxy Tax) or Form 990-EZ, line 35c (Proxy Tax), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization Chamber of Commerce of the USA	Employer identification number 53-0045720
--	--

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1	Provide a description of the organization's direct and indirect political campaign activities on behalf of or in opposition to candidates for public office in Part IV	
2	Political expenditures	▶ \$ 400,000
3	Volunteer hours	

Part I-B Complete if the organization is exempt under section 501(c)(3).

1	Enter the amount of any excise tax incurred by the organization under section 4955	▶ \$	
2	Enter the amount of any excise tax incurred by organization managers under section 4955	▶ \$	
3	If the organization incurred a section 4955 tax, did it file Form 4720 for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No
4a	Was a correction made?		<input type="checkbox"/> Yes <input type="checkbox"/> No
b	If "Yes," describe in Part IV		

Part I-C Complete if the organization is exempt under section 501(c) except section 501(c)(3).

1	Enter the amount directly expended by the filing organization for section 527 exempt function activities	▶ \$	400,000
2	Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt funtion activities	▶ \$	
3	Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b	▶ \$	400,000
4	Did the filing organization file Form 1120-POL for this year?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5	Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV		

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-

Part II-A

Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A

Check

☐

if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)
- B

Check

☐

if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing Organization's Totals	(b) Affiliated Group Totals												
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)															
b Total lobbying expenditures to influence a legislative body (direct lobbying)															
c Total lobbying expenditures (add lines 1a and 1b)															
d Other exempt purpose expenditures															
e Total exempt purpose expenditures (add lines 1c and 1d)															
f Lobbying nontaxable amount Enter the amount from the following table in both columns															
<table><tr><td>If the amount on line 1e, column (a) or (b) is:</td><td>The lobbying nontaxable amount is:</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
g Grassroots nontaxable amount (enter 25% of line 1f)															
h Subtract line 1g from line 1a If zero or less, enter -0-															
i Subtract line 1f from line 1c If zero or less, enter -0-															
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No													

4-Year Averaging Period Under Section 501(h)  
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) Total
2a Lobbying non-taxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots non-taxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Part II-B

Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
a	Volunteers?			
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c	Media advertisements?			
d	Mailings to members, legislators, or the public?			
e	Publications, or published or broadcast statements?			
f	Grants to other organizations for lobbying purposes?			
g	Direct contact with legislators, their staffs, government officials, or a legislative body?			
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i	Other activities? If "Yes," describe in Part IV			
j	Total lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

			Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1		No
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2		No
3	Did the organization agree to carryover lobbying and political expenditures from the prior year?	3	Yes	

Part III-B

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, lines 1 and 2 are answered "No" OR if Part III-A, line 3 is answered "Yes".

1	Dues, assessments and similar amounts from members	1	127,200,454
2	Section 162(e) non-deductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	47,107,045
b	Carryover from last year	2b	-15,778,855
c	Total	2c	31,328,190
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	70,404,083
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	-39,075,893

Part IV

Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

Identifier	Return Reference	Explanation
Part IV, Supplemental Information		The Chamber engaged in public education activities in support of its mission, which includes advancing the interests and concerns of business, economic growth, and the free enterprise system. In pursuit of these goals, the Chamber spends funds directly, or works with other organizations with similar missions.

SCHEDULE D  
(Form 990)

Supplemental Financial Statements

OMB No 1545-0047

2011

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b  
▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization  
Chamber of Commerce of the USA

Employer identification number  
53-0045720

Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate contributions to (during year)	
3	Aggregate grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>	

Part II

Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure) ☐ Preservation of an historically importantly land area  
☐ Protection of natural habitat ☐ Preservation of a certified historic structure  
☐ Preservation of open space

2 Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a	Total number of conservation easements
b	Total acreage restricted by conservation easements
c	Number of conservation easements on a certified historic structure included in (a)
d	Number of conservation easements included in (c) acquired after 8/17/06

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1 ▶ \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X ▶ \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a Revenues included in Form 990, Part VIII, line 1 ▶ \$ \_\_\_\_\_

b Assets included in Form 990, Part X ▶ \$ \_\_\_\_\_



Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

(continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

d

☐ Loan or exchange programs

b

☐ Scholarly research

e

☐ Other

c

☐ Preservation for future generations

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV and complete the following table

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds.

Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a	Beginning of year balance . . . . .				
b	Contributions . . . . .				
c	Investment earnings or losses . . . . .				
d	Grants or scholarships . . . . .				
e	Other expenditures for facilities and programs . . . . .				
f	Administrative expenses . . . . .				
g	End of year balance . . . . .				

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶

b

Permanent endowment ▶

c

Term endowment ▶

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i)

unrelated organizations . . . . .

3a(i)

Yes

No

(ii)

related organizations . . . . .

3a(ii)

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? . . . . .

3b

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Land, Buildings, and Equipment.

See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land . . . . .		801,756		801,756
b Buildings . . . . .		26,180,789	10,622,671	15,558,118
c Leasehold improvements . . . . .		949,321	706,447	242,874
d Equipment . . . . .		5,002,625	3,428,777	1,573,848
e Other . . . . .		7,390,183	7,074,865	315,318
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) . . . . . ▶				18,491,914



Part XI

Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	147,372,355
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	145,695,316
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	1,677,039
4	Net unrealized gains (losses) on investments	4	
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	-17,752,124
9	Total adjustments (net) Add lines 4 - 8	9	-17,752,124
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	-16,075,085

Part XII

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements . . . . .	1	200,880,543
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments . . . . .	2a	
b	Donated services and use of facilities . . . . .	2b	1,788,683
c	Recoveries of prior year grants . . . . .	2c	
d	Other (Describe in Part XIV) . . . . .	2d	60,632,049
e	Add lines 2a through 2d . . . . .	2e	62,420,732
3	Subtract line 2e from line 1 . . . . .	3	138,459,811
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	
b	Other (Describe in Part XIV) . . . . .	4b	8,912,544
c	Add lines 4a and 4b . . . . .	4c	8,912,544
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12 ) . . . . .	5	147,372,355

Part XIII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements . . . . .	1	191,455,359
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities . . . . .	2a	1,788,683
b	Prior year adjustments . . . . .	2b	
c	Other losses . . . . .	2c	
d	Other (Describe in Part XIV) . . . . .	2d	52,883,904
e	Add lines 2a through 2d . . . . .	2e	54,672,587
3	Subtract line 2e from line 1 . . . . .	3	136,782,772
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	
b	Other (Describe in Part XIV) . . . . .	4b	8,912,544
c	Add lines 4a and 4b . . . . .	4c	8,912,544
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18 ) . . . . .	5	145,695,316

Part XIV

Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation
Part XI, Line 8 - Other Adjustments		Minimum Pension Reserve Liability Adjustment -17732124 In kind receivable adjustment -20000 Total to Schedule D, Part XI, Line 8 -17752124
		FIN 48 footnote from 2011 audit Management's analysis of uncertain tax positions as required under the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) Topic 740, Income Taxes,determined that the company had no uncertain tax positions and as such, no liability has been recorded as of December 31, 2011 and 2010 Management does not anticipate any material changes in this position in the next 12 months
		Schedule D Part XII Number 2d The \$60,632,049 is made up of Affiliated organizations revenue 60,556,690 Rental expenses to line 6b on 990 75,359 60,632,049 Schedule D Part XII Number 4b The \$8,912,544 is made up of Intercompany eliminations \$8,912,544 8,912,544
		Schedule D Part XIII Number 2d The \$52,883,904 is made up of Affiliated organizations expense 52,808,545 Rental expenses to line 6b on 990 75,359 52,883,904 Schedule D Part XIII Number 4b The \$8,912,544 is made up of Intercompany eliminations \$8,912,544 8,912,544

<b>Employer identification number</b>
53-0045720

**3**    Activites per Region (Use Part V if additional space is needed )

For Privacy Act and Paperwork Reduction Act Notice, see the Instructions for Form 990. Cat No 50082W Schedule F (Form 990) 2011

**1**

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . . ► \_\_\_\_\_

3 Enter total number of other organizations or entities . . . . . ► \_\_\_\_\_

## Part III

[illegible]

**Part IV Foreign Forms**

- 1

Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926 (see instructions for Form 926)*

☐ Yes

☒ No
- 2

Did the organization have an interest in a foreign trust during the tax year? *If " Yes," the organization may be required to file Form 3520 and/or Form 3520-A. (see instructions for Forms 3520 and 3520-A)*

☐ Yes

☒ No
- 3

Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with respect to Certain Foreign Corporations. (see instructions for Form 5471)*

☐ Yes

☒ No
- 4

Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see instructions for Form 8621)*

☐ Yes

☒ No
- 5

Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with respect to Certain Foreign Partnerships. (see instructions for Form 8865)*

☐ Yes

☒ No
- 6

Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see instructions for Form 5713).*

☐ Yes

☒ No

Complete this part to provide the information (see instructions) required in Part I, line 2, and any additional information.

[illegible]



Additional Data

Software ID:  
Software Version:  
EIN: 53-0045720  
Name: Chamber of Commerce of the USA

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service (s) in region	(f) Total expenditures for region
South Asia	1	16	Fundraising and programs services	Membership benefits	333,383
Europe	1	1	Member services in Europe	Business advocacy in Europe	469,915
Europe	0	0	Seminars and speaking engagements	Business advocacy in Europe	970,794
South Asia	0	0	Seminars and speaking engagements	Business advocacy in South Asia	58,553
East Asia and the Pacific	0	0	Seminars and speaking engagements	Business advocacy in East Asia	884,523
Middle East and North Africa	0	0	Seminars and speaking engagements	Business advocacy in the Middle East	85,317
Russia and the Newly Independent States	0	0	Seminars and speaking engagements	Business advocacy in Russia and the former USSR	21,709
South America	0	0	Seminars and speaking engagements	Business advocacy in South America	96,644
Sub Saharan Africa	0	0	Seminars and speaking engagements	Business advocacy in Sub Saharan Africa	17,449
Central America and the Carribean	0	0	Seminars and speaking engagements	Business advocacy in Central America and the Carribean	3,473
North America	0	0	Seminars and speaking engagements	Business advocacy in North America	85,271
East Asia and the Pacific	0	13	Program services	Policy analysis in East Asia	290,219
Europe	0	24	Program services	Policy analysis in Europe	260,286
North America	0	11	Program services	Policy analysis in North America	116,518
South America	0	18	Program services	Policy analysis in South America	237,548
South Asia - Afghanistan, Bangladesh,	0	8	Program services	Policy analysis in South Asia	154,458
Sub-Saharan Africa - Angola,	0	3	Program services	Policy analysis in Africa	2,920
Middle East and North Africa -	0	5	Program services	Policy analysis in Middle East	41,493
Central America and the Caribbean	0	1	Program services	Policy analysis in Central America	3,021

SCHEDULE G  
(Form 990 or 990-EZ)

Supplemental Information Regarding  
Fundraising or Gaming Activities

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19,  
or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.  
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public  
Inspection

Department of the Treasury  
Internal Revenue Service

Name of the organization  
Chamber of Commerce of the USA

Employer identification number  
53-0045720

Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.

1

Indicate whether the organization raised funds through any of the following activities. Check all that apply.

a

☒

Mail solicitations

e

☐

Solicitation of non-government grants

b

☒

Internet and e-mail solicitations

f

☐

Solicitation of government grants

c

☒

Phone solicitations

g

☐

Special fundraising events

d

☒

In-person solicitations

2a

Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

☒ Yes ☐ No

b

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization. Form 990-EZ filers are not required to complete this table.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
Carol Hallett 1615 H ST NW Washington, DC 20062	General fundraising		No	6,500,000	433,332	6,066,668
R James Nicholson 1615 H ST NW Washington, DC 20062	General fundraising		No	3,000,000	430,000	2,570,000
Stacey Lukens 1615 H ST NW Washington, DC 20062	General fundraising		No	2,200,000	120,579	2,079,421
Brandon Sweitzer 1615 H ST NW Washington, DC 20062	General fundraising		No	945,000	249,996	695,004
Total . . . . . ▶				12,645,000	1,233,907	11,411,093

3

List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing.

Part II

**Fundraising Events.** Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other Events	(d) Total Events
		(event type)	(event type)	(total number)	(Add col (a) through col (c))
Revenue	1	Gross receipts . . . .			
	2	Less Charitable contributions . . . .			
	3	Gross income (line 1 minus line 2) . . . .			
Direct Expenses	4	Cash prizes . . . .			
	5	Non-cash prizes . . . .			
	6	Rent/facility costs . . . .			
	7	Food and beverages . . . .			
	8	Entertainment . . . .			
	9	Other direct expenses . . . .			
	10	Direct expense summary Add lines 4 through 9 in column (d) . . . . . ▶			( )
	11	Net income summary Combine lines 3 and 10 in column (d). . . . . ▶			

Part III

**Gaming.** Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming
					(Add col (a) through col (c))
Revenue	1	Gross revenue . . . . .			
	2	Cash prizes . . . . .			
Direct Expenses	3	Non-cash prizes . . . . .			
	4	Rent/facility costs . . . . .			
	5	Other direct expenses . . . . .			
	6	Volunteer labor . . . . .	<input type="checkbox"/> Yes ..... <input type="checkbox"/> No	<input type="checkbox"/> Yes ..... <input type="checkbox"/> No	
	7	Direct expense summary Add lines 2 through 5 in column (d) . . . . . ▶			( )
	8	Net gaming income summary Combine lines 1 and 7 in column (d) . . . . . ▶			

9 Enter the state(s) in which the organization operates gaming activities \_\_\_\_\_

a Is the organization licensed to operate gaming activities in each of these states? . . . . . ☐ Yes ☐ No

b If "No," Explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? . . . . . ☐ Yes ☐ No

b If "Yes," Explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 11

Does the organization operate gaming activities with nonmembers?

Yes

No
- 12

Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

Yes

No

13

Indicate the percentage of gaming activity operated in

a	The organization's facility	13a
b	An outside facility	13b

14

Provide the name and address of the person who prepares the organization's gaming/special events books and records

Name

Address

- 15a

Does the organization have a contract with a third party from whom the organization receives gaming revenue?

Yes

No
- b

If "Yes," enter the amount of gaming revenue received by the organization \$ and the amount of gaming revenue retained by the third party \$
- c

If "Yes," enter name and address

Name

Address

16

Gaming manager information

Name

Gaming manager compensation \$

Description of services provided

Director/officer

Employee

Independent contractor

- 17

Mandatory distributions
- a

Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

Yes

No
- b

Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year \$

Part IV

Complete this part to provide additional information for responses to question on Schedule G (see instructions.)

Identifier	ReturnReference	Explanation
------------	-----------------	-------------

Schedule J  
(Form 990)

Compensation Information

OMB No 1545-0047

2011

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization  
Chamber of Commerce of the USA

Employer identification number  
  
53-0045720

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items		
	<div><div><input checked="" type="checkbox"/> First-class or charter travel</div><div><input type="checkbox"/> Housing allowance or residence for personal use</div></div> <div><div><input checked="" type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Payments for business use of personal residence</div></div> <div><div><input checked="" type="checkbox"/> Tax idemnification and gross-up payments</div><div><input checked="" type="checkbox"/> Health or social club dues or initiation fees</div></div> <div><div><input type="checkbox"/> Discretionary spending account</div><div><input checked="" type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div>		
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	1b	Yes
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply		
	<div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input type="checkbox"/> Written employment contract</div></div> <div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Compensation survey or study</div></div> <div><div><input checked="" type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization		
a	Receive a severance payment or change-of-control payment?	4a	No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	Yes
c	Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		
	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.		
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of	5a	
a	The organization?	5b	
b	Any related organization?		
	If "Yes," to line 5a or 5b, describe in Part III		
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of	6a	
a	The organization?	6b	
b	Any related organization?		
	If "Yes," to line 6a or 6b, describe in Part III		
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III	8	
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	9	

**Part II** **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

**Note.** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, columns (D) and (E) for that individual

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) Thomas J Donohue	(i) (ii)	1,054,766 0	3,750,000 0	111,805 0	14,100 0	17,105 0	4,947,776 0	0 0
(2) Greg Lebedev	(i) (ii)	240,000 0	0 0	0 0	2,400 0	0 0	242,400 0	0 0
(3) Lily Fu Claffee	(i) (ii)	600,568 0	100,000 0	0 0	12,685 0	9,534 0	722,787 0	0 0
(4) Stan M Harrell	(i) (ii)	395,375 0	100,000 0	64,431 0	107,400 0	19,495 0	686,701 0	0 0
(5) David Chavern	(i) (ii)	497,799 0	650,000 0	146,473 0	61,100 0	18,055 0	1,373,427 0	0 0
(6) Shannon DiBari	(i) (ii)	272,235 0	150,000 0	64,597 0	224,400 0	5,372 0	716,604 0	0 0
(7) Robert B Josten	(i) (ii)	596,396 0	775,000 0	407,082 0	209,100 0	16,225 0	2,003,803 0	0 0
(8) Agnes Warfield-Blanc	(i) (ii)	714,288 0	2,000,000 0	210,622 0	25,725 0	21,537 0	2,972,172 0	0 0
(9) Myron A Brilliant	(i) (ii)	322,699 0	375,000 0	114,509 0	112,800 0	22,147 0	947,155 0	0 0
(10) Thomas J Collamore	(i) (ii)	493,149 0	400,000 0	57,587 0	25,725 0	22,675 0	999,136 0	0 0
(11) Carl N Grant	(i) (ii)	390,811 0	250,000 0	94,729 0	-90,100 0	21,655 0	667,095 0	0 0
(12) Karen A Harbert	(i) (ii)	396,108 0	300,000 0	43,332 0	19,222 0	19,491 0	778,153 0	0 0
(13) David T Hirschmann	(i) (ii)	348,410 0	425,000 0	116,001 0	119,200 0	3,530 0	1,012,141 0	0 0
(14) Daniel Christman	(i) (ii)	150,000 0	0 0	0 0	9,400 0	0 0	159,400 0	0 0
(15) Suzanne Clark	(i) (ii)	260,000 0	0 0	0 0	36,100 0	0 0	296,100 0	0 0
(16) William C Miller	(i) (ii)	275,588 0	500,000 0	47,859 0	9,800 0	6,054 0	839,301 0	0 0

**Part III**   **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
	Part I, Line 1a	Part I, Line 1a. Charter air travel is provided to three of the individuals listed, a portion of which is treated as taxable compensation. First class business travel is available to the President/CEO, and designated employees. Nine of the individuals listed in Part VII of the core form utilized first class travel at least once. Travel for companions is available for business purposes only, when companions are invited and expected to attend. Nine of the individuals listed in Part VII of the core form utilized travel for companions at least once. None of these are treated as taxable benefits. Gross up payments are added to supplemental pension benefits. These benefits are reported as taxable benefits and are available to all employees with compensation exceeding the ERISA limit. Social club dues are available to six of the individuals listed in Part VII of the core form for business use only. They are not treated as taxable benefits. Chauffeur services are available to two of the individuals listed in Part VII of the core form for business use only. They are not treated as taxable benefits.
	Part I, Line 4b	Supplemental Pension list: Robert Bruce Josten 404,322; Agnes Warfield 207,862; David Chavern 146,473; David Hirschmann 113,241; Myron Brilliant 111,749; Carl Grant 82,719; Shannon DiBari 61,837; Stan Harrell 61,671; Thomas Collamore 54,827; Karen Harbert 40,572. The Supplemental Pension Plan provides cash payments to participants based on a formula that coordinates with the benefits that cannot be paid by the Retirement Plan due to the qualified plan pay cap under the law. These benefits are calculated and paid annually; there is no deferred component.

Software ID:  
Software Version:  
EIN: 53-0045720  
Name: Chamber of Commerce of the USA

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Thomas J Donohue	(i) (ii)	1,054,766 0	3,750,000 0	111,805 0	14,100 0	17,105 0	4,947,776 0	0 0
Greg Lebedev	(i) (ii)	240,000 0	0 0	0 0	2,400 0	0 0	242,400 0	0 0
Lily Fu Claffee	(i) (ii)	600,568 0	100,000 0	0 0	12,685 0	9,534 0	722,787 0	0 0
Stan M Harrell	(i) (ii)	395,375 0	100,000 0	64,431 0	107,400 0	19,495 0	686,701 0	0 0
David Chavern	(i) (ii)	497,799 0	650,000 0	146,473 0	61,100 0	18,055 0	1,373,427 0	0 0
Shannon DiBari	(i) (ii)	272,235 0	150,000 0	64,597 0	224,400 0	5,372 0	716,604 0	0 0
Robert B Josten	(i) (ii)	596,396 0	775,000 0	407,082 0	209,100 0	16,225 0	2,003,803 0	0 0
Agnes Warfield-Blanc	(i) (ii)	714,288 0	2,000,000 0	210,622 0	25,725 0	21,537 0	2,972,172 0	0 0
Myron A Brilliant	(i) (ii)	322,699 0	375,000 0	114,509 0	112,800 0	22,147 0	947,155 0	0 0
Thomas J Collamore	(i) (ii)	493,149 0	400,000 0	57,587 0	25,725 0	22,675 0	999,136 0	0 0
Carl N Grant	(i) (ii)	390,811 0	250,000 0	94,729 0	-90,100 0	21,655 0	667,095 0	0 0
Karen A Harbert	(i) (ii)	396,108 0	300,000 0	43,332 0	19,222 0	19,491 0	778,153 0	0 0
David T Hirschmann	(i) (ii)	348,410 0	425,000 0	116,001 0	119,200 0	3,530 0	1,012,141 0	0 0
Daniel Christman	(i) (ii)	150,000 0	0 0	0 0	9,400 0	0 0	159,400 0	0 0
Suzanne Clark	(i) (ii)	260,000 0	0 0	0 0	36,100 0	0 0	296,100 0	0 0
William C Miller	(i) (ii)	275,588 0	500,000 0	47,859 0	9,800 0	6,054 0	839,301 0	0 0



Schedule L  
(Form 990 or 990-EZ)

Transactions with Interested Persons

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
Chamber of Commerce of the USA

Employer identification number  
  
53-0045720

Part I

Excess Benefit Transactions (section 501(c)(3) and section 501 (c)(4) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

1	(a) Name of disqualified person	(b) Description of transaction	(c) Corrected?	
			Yes	No

2

Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 . . . . .

\$

3

Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . .

\$

Part II

Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a

(a) Name of interested person and purpose	(b) Loan to or from the organization?		(c)Original principal amount	(d)Balance due	(e) In default?		(f) Approved by board or committee?		(g)Written agreement?	
	To	From			Yes	No	Yes	No	Yes	No
Total . . . . .										

Part III

Grants or Assistance Benefitting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b)Relationship between interested person and the organization	(c)Amount of grant or type of assistance

**Part IV**

**Business Transactions Involving Interested Persons.**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
See Additional Data Table					

**Part V**

**Supplemental Information**  
Complete this part to provide additional information for responses to questions on Schedule L (see instructions)

Identifier	Return Reference	Explanation
------------	------------------	-------------

Additional Data

Software ID:  
Software Version:  
EIN: 53-0045720  
Name: Chamber of Commerce of the USA

Form 990, Schedule L, Part IV - Business Transactions Involving Interested Persons

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction \$	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
Alticor Inc	Steve Van Andel (Board Member)	5,419,875	Townhouse purchase from Chamber		No
PEPCO Holdings	Joseph M Rigby (Board member)	620,459	Electricity bills		No
Spencer Stuart	Kevin M Connelly (Chairman and board member)	571,517	Executive search consulting services		No
Suzanne Clark	Between New Hope Ventures (Ms Clark's firm A fmr key emp) and the Chamber	260,000	Strategic advice on policy issues		No
Gregori Lebedev	Consultant (Former key employee)	240,000	Provide advice on International Affairs		No
Dan Christman	Consultant (Former key employee)	150,000	Provide advice on International Affairs		No
Stephen Bokat	Legal consultant (Former officer)	63,086	Legal consulting fees		No
Leading Authorities	Mark French (Board member)	60,875	Provide speaker services		No

SCHEDULE M  
(Form 990)

Department of the Treasury  
Internal Revenue Service

NonCash Contributions

►Complete if the organization answered "Yes" on Form 990, Part IV, lines 29 or 30.  
► Attach to Form 990.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
Chamber of Commerce of the USA

Employer identification number  
53-0045720

Part I Types of Property

	(a) Check if applicable	(b) Number of Contributions or items contributed	(c) Contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining contribution amounts
1 Art—Works of art . . . . .				
2 Art—Historical treasures . . . . .				
3 Art—Fractional interests . . . . .				
4 Books and publications . . . . .				
5 Clothing and household goods . . . . .				
6 Cars and other vehicles . . . . .				
7 Boats and planes . . . . .				
8 Intellectual property . . . . .				
9 Securities—Publicly traded . . . . .	X	1	26,486	Sales Price
10 Securities—Closely held stock . . . . .				
11 Securities—Partnership, LLC, or trust interests . . . . .				
12 Securities—Miscellaneous . . . . .				
13 Qualified conservation contribution—Historic structures . . . . .				
14 Qualified conservation contribution—Other . . . . .				
15 Real estate—Residential . . . . .				
16 Real estate—Commercial . . . . .				
17 Real estate—Other . . . . .				
18 Collectibles . . . . .				
19 Food inventory . . . . .				
20 Drugs and medical supplies . . . . .				
21 Taxidermy . . . . .				
22 Historical artifacts . . . . .				
23 Scientific specimens . . . . .				
24 Archeological artifacts . . . . .				
25 Other ► ( )				
26 Other ►( )				
27 Other ►( )				
28 Other ► ( )				
29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement . . . . .			29	
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period? . . . . .				Yes No
b If "Yes," describe the arrangement in Part II				
31 Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?				No
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell non-cash contributions? . . . . .				No
b If "Yes," describe in Part II				
33 If the organization did not report revenues in column (c) for a type of property for which column (a) is checked, describe in Part II				

**Part III**

**Supplemental Information.** Complete this part to provide the information required by Part I, lines 30b, 32b, and 33. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
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**2011**

**Open to Public  
Inspection**

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

**Complete to provide information for responses to specific questions on  
Form 990 or to provide any additional information.**  
**▶ Attach to Form 990 or 990-EZ.**

Name of the organization  
Chamber of Commerce of the USA

**Employer identification number**

53-0045720

Identifier	Return Reference	Explanation
	Form 990, Part VI, Section A, line 2	Line 2 Thomas J Donohue, William G Little, and Paul J Klaasen all served on the Sunrise Senior Living Board in 2011 David Chavern and Donald J Shepard both served on the Aegon USA Board together in 2011 Edward B Rust, Jr served on the Caterpillar board with Stuart L Levenick Greg Lebedev, board member and consultant, is married to Suzanne Clark, former key employee and consultant

Identifier	Return Reference	Explanation
	Form 990, Part VI, Section B, line 11	In accordance with the Audit Committee charter, the draft Form 990 was provided in advance to the Audit Committee members, and reviewed individually with each member prior to completion. The Audit Committee performs this function pursuant to a delegation from the Board of Directors. The board reviews the most recently completed tax return at each of its regularly scheduled meetings.

Identifier	Return Reference	Explanation
	Form 990, Part VI, Section B, line 12c	We annually notify staff of the Standards of Conduct and Ethics policy, which includes a requirement that any transaction or relationship that is reasonably expected to give rise to an actual or apparent conflict of interest be brought to the attention of a supervisor, a senior manager in the Human Resources department or the Office of General Counsel. In addition, we issue an annual written questionnaire to all members of the board of directors asking for information on potential conflicts of interest, which is gathered by the chief financial officer. All reports of potential conflicts will be evaluated by the Chief Legal Officer and General Counsel, who serves as the Chamber's Ethics Officer, in consultation with other senior management and staff, as appropriate. Any conflicts of interest involving board members or staff that cannot be resolved in accordance with the Chamber's conflicts policies shall be elevated to the Chair of the Chamber's Audit Committee for further consideration and action.



Identifier	Return Reference	Explanation
	Form 990, Part VI, Section B, line 15	<p>Part VI Question 15a The process for determining the total compensation of the President/CEO is as follows The President/CEO has a written employment agreement with the Chamber Total compensation is reviewed annually by an independent compensation consultant The consultant prepares a compensation study primarily utilizing, as available, Form 990s and surveys of comparable organizations with similar responsibilities Based on this information, total compensation is determined by the U S Chamber's Employee Compensation and Benefit Arrangements Committee on an annual basis</p> <p>Part VI Question 15b The process for determining total compensation for the officers, key employees and highly compensated employees is as follow For six individuals, who are also direct reports of the President/CEO, total compensation is reviewed annually by an independent compensation consultant The consultant prepares a compensation study primarily utilizing, as available, Form 990s and surveys of comparable organizations with similar responsibilities For the remaining five individuals, this consultant provides compensation information based on surveys of comparable organizations with similar positions Based on this information, total compensation is determined by the President/CEO and the U S Chamber of Commerce's Employee Compensation and Benefit Arrangements Committee on an annual basis</p>

Identifier	Return Reference	Explanation
	Form 990, Part VI, Section C, line 19	Form 990, Part VI, Section C, Line 19 The form 990 is made available to any member of the public who requests a copy Any requestor is forwarded to the Administrative Director of Finance, who will forward a copy of the document to the requestor The organization's governing documents, conflict of interest policy, and financial statements are not made available to the public Form 990, Part IV Question 12 Auditing of financial statements The U S Chamber of Commerce is the parent organization in the audited consolidated financial statements of the U S Chamber of Commerce Schedule R lists the additional related organizations included in these consolidated financial statements

Identifier	Return Reference	Explanation
Worked for related organizations	Part VII Section A, line 1a, column (B)	Stephen Bokart, Chamber of Commerce of the USA, 16, National Chamber Litigation Center, 1 David Chavern, Chamber of Commerce of the USA, 40, National Chamber Foundation, 1, Institute for Competitive Workforce, 1, Business Civic Leadership Center, 1, Policy Forum Endowment Fund, 1 Daniel Christman, Chamber of Commerce of the USA, 20 Lily Fu Claffee, Chamber of Commerce of the USA, 40, US Chamber Institute for Legal Reform, 1, National Chamber Foundation, 1, National Chamber Litigation Center, 1, Policy Forum Endowment Fund, 1 Suzanne Clark, Chamber of Commerce of the USA 16 Thomas Collamore, Chamber of Commerce of the USA, 40, National Chamber Foundation, 1 Thomas J Donohue, Chamber of Commerce of the USA, 40, US Chamber Institute for Legal Reform, 1, National Chamber Foundation, 1, National Chamber Litigation Center, 1, Institute for Competitive Workforce, 1, Business Civic Leadership Center, 1 Stan M Harrell, Chamber of Commerce of the USA, 40, US Chamber Institute for Legal Reform, 1, National Chamber Foundation, 1, National Chamber Litigation Center, 1, Institute for Competitive Workforce, 1, Business Civic Leadership Center, 1, Policy Forum Endowment Fund, 1 David Hirschmann, Chamber of Commerce of the USA, 40, National Chamber Foundation, 1 Greg Lebedev, Chamber of Commerce of the USA, 25, National Chamber Foundation, 3

Identifier	Return Reference	Explanation
Changes in Net Assets or Fund Balances	Form 990, Part XI, line 5	Minimum Pension Reserve Liability Adjustment -17732124 In kind receivable adjustment - 20000 Total to Form 990, Part XI, Line 5 -17752124

SCHEDULE R  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37.  
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
Chamber of Commerce of the USA

Employer identification number  
53-0045720

Part I Identification of Disregarded Entities (Complete if the organization answered "Yes" on Form 990, Part IV, line 33.)

(a) Name, address, and EIN of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) ChamberBiz 1615 H ST NW Washington, DC 20062 54-1960202	Small business web portal (inactive)	DC			

Part II Identification of Related Tax-Exempt Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled organization	
						Yes	No
(1) US Chamber Institute for Legal Reform  1615 H St NW  Washington, DC 20062 52-2109035	Promotes civil justice reform at the national and local levels	VA	501(c)(6)	N/A	N/A		No
(2) National Chamber Litigation Center  1615 H St NW  Washington, DC 20062 52-1085809	Shapes public policy on legal questions important to the business community	DC	501(c)(6)	N/A	N/A		No
(3) National Chamber Foundation  1615 H St NW  Washington, DC 20062 52-6073268	Promotes understanding of public affairs issues affecting business	DC	501(c)(3)	7	N/A		No
(4) Business Civic Leadership Center  1615 H St NW  Washington, DC 20062 52-2246743	The voice of business for social and philanthropic interests	DC	501(c)(3)	7	N/A		No
(5) Institute for a Competitive Workforce  1615 H St NW  Washington, DC 20062 52-1677141	Promotes education and workforce training	DC	501(c)(3)	7	N/A		No
(6) Policy Forum Endowment Fund  1615 H St NW  Washington, DC 20062 45-4612611	Supporting organization for the benefit of NCF	DE	501(c)(3)	11a	National Chamber Foundation		No

**Part III Identification of Related Organizations Taxable as a Partnership** (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust** (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership
(1) Madison County Record 1615 H St NW Washington, DC 20062 20-1452063	Newspaper publishing	IL	US Chamber Institute for Legal Reform	C			

Part V

Transactions With Related Organizations

(Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, 35A, or 36.)

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b Gift, grant, or capital contribution to related organization(s)

c Gift, grant, or capital contribution from related organization(s)

d Loans or loan guarantees to or for related organization(s)

e Loans or loan guarantees by related organization(s)

f Sale of assets to related organization(s)

g Purchase of assets from related organization(s)

h Exchange of assets with related organization(s)

i Lease of facilities, equipment, or other assets to related organization(s)

j Lease of facilities, equipment, or other assets from related organization(s)

k Performance of services or membership or fundraising solicitations for related organization(s)

l Performance of services or membership or fundraising solicitations by related organization(s)

m Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

n Sharing of paid employees with related organization(s)

o Reimbursement paid to related organization(s) for expenses

p Reimbursement paid by related organization(s) for expenses

q Other transfer of cash or property to related organization(s)

r Other transfer of cash or property from related organization(s)

Yes

No

1a

No

1b

Yes

1c

Yes

1d

No

1e

Yes

1f

No

1g

No

1h

No

1i

No

1j

No

1k

No

1l

No

1m

Yes

1n

Yes

1o

No

1p

Yes

1q

No

1r

No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount involved	(d) Method of determining amount involved
(1) See Additional Data Table			
(2)			
(3)			
(4)			
(5)			
(6)			

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]



**Part VII**

**Supplemental Information**

Complete this part to provide additional information for responses to questions on Schedule R (see instructions)

Identifier	Return Reference	Explanation
Identification of Related Tax Exempt Organizations	Form 990 Schedule R Part II	The organizations listed in Part V are under common management

Software ID:

Software Version:

EIN: 53-0045720

Name: Chamber of Commerce of the USA

## Form 990, Schedule R, Part II - Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN of related organization	(b) Primary Activity	(c) Legal Domicile (State or Foreign Country)	(d) Exempt Code section	(e) Public charity status (if 501(c)(3))	(f) Direct Controlling Entity	(g) Section 512 (b)(13) controlled organization	
US Chamber Institute for Legal Reform  1615 H St NW Washington, DC 20062 52-2109035	Promotes civil justice reform at the national and local levels	VA	501(c)(6)	N/A	N/A		No
National Chamber Litigation Center  1615 H St NW Washington, DC 20062 52-1085809	Shapes public policy on legal questions important to the business community	DC	501(c)(6)	N/A	N/A		No
National Chamber Foundation  1615 H St NW Washington, DC 20062 52-6073268	Promotes understanding of public affairs issues affecting business	DC	501(c)(3)	7	N/A		No
Business Civic Leadership Center  1615 H St NW Washington, DC 20062 52-2246743	The voice of business for social and philanthropic interests	DC	501(c)(3)	7	N/A		No
Institute for a Competitive Workforce  1615 H St NW Washington, DC 20062 52-1677141	Promotes education and workforce training	DC	501(c)(3)	7	N/A		No
Policy Forum Endowment Fund  1615 H St NW Washington, DC 20062 45-4612611	Supporting organization for the benefit of NCF	DE	501(c)(3)	11a	National Chamber Foundation		No

**Form 990, Schedule R, Part V - Transactions With Related Organizations**

<b>(a)</b> Name of other organization		<b>(b)</b> Transaction type(a-r)	<b>(c)</b> Amount Involved (\$ )	<b>(d)</b> Method of determining amount involved
<b>(1)</b>	US Chamber Institute for Legal Reform	N	5,636,067	Actual salaries & benefit alloc
<b>(2)</b>	US Chamber Institute for Legal Reform	M	919,996	Cost allocation
<b>(3)</b>	US Chamber Institute for Legal Reform	P	3,655,842	Computation by agreement
<b>(4)</b>	US Chamber Institute for Legal Reform	E	56,373	Calculated interest
<b>(5)</b>	US Chamber Institute for Legal Reform	C	499,992	Computation by agreement
<b>(6)</b>	National Chamber Foundation	N	1,300,754	Actual salaries & benefit alloc
<b>(7)</b>	National Chamber Foundation	M	280,000	Cost allocation
<b>(8)</b>	National Chamber Foundation	P	1,007,666	Computation by agreement
<b>(9)</b>	National Chamber Foundation	E	350,107	Calculated interest
<b>(10)</b>	National Chamber Foundation	B	486,239	Actual expense
<b>(11)</b>	National Chamber Litigation Center	N	1,672,306	Actual salaries & benefit alloc
<b>(12)</b>	National Chamber Litigation Center	M	240,000	Cost allocation
<b>(13)</b>	National Chamber Litigation Center	B	64,932	Actual expense
<b>(14)</b>	Business Civic Leadership Center	N	1,036,879	Actual salaries & benefit alloc
<b>(15)</b>	Business Civic Leadership Center	M	210,000	Cost allocation
<b>(16)</b>	Business Civic Leadership Center	P	95,000	Cost allocation
<b>(17)</b>	Institute for a Competitive Workforce	N	421,058	Actual salaries & benefit alloc
<b>(18)</b>	Institute for a Competitive Workforce	M	109,992	Cost allocation
<b>(19)</b>	Institute for a Competitive Workforce	P	191,983	Cost allocation
<b>(20)</b>	Policy Forum Endowment Fund	E	125,422	Calculated interest

Form

4562

Depreciation and Amortization  
(Including Information on Listed Property)

OMB No 1545-0172

2011

Attachment  
Sequence No 179

Department of the Treasury  
Internal Revenue Service (99)

See separate instructions. Attach to your tax return.

Name(s) shown on return  
Chamber of Commerce of the USA

Business or activity to which this form relates  
Form 990 Page 10

Identifying number  
53-0045720

Part I Election To Expense Certain Property Under Section 179

Note: If you have any listed property, complete Part V before you complete Part I.

1	Maximum amount (see instructions)	1	500,000
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation (see instructions)	3	2,000,000
4	Reduction in limitation Subtract line 3 from line 2 If zero or less, enter -0-	4	
5	Dollar limitation for tax year Subtract line 4 from line 1 If zero or less, enter -0- If married filing separately, see instructions	5	

6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost	
7	Listed property Enter the amount from line 29	7		
8	Total elected cost of section 179 property Add amounts in column (c), lines 6 and 7	8		
9	Tentative deduction Enter the smaller of line 5 or line 8	9		
10	Carryover of disallowed deduction from line 13 of your 2010 Form 4562	10		
11	Business income limitation Enter the smaller of business income (not less than zero) or line 5 (see instructions)	11		
12	Section 179 expense deduction Add lines 9 and 10, but do not enter more than line 11	12		
13	Carryover of disallowed deduction to 2012 Add lines 9 and 10, less line 12	13		

Note: Do not use Part II or Part III below for listed property. Instead, use Part V.

Part II Special Depreciation Allowance and Other Depreciation (Do not include listed property ) (See instructions )

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year (see instructions)	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	

Part III MACRS Depreciation (Do not include listed property.) (See instructions.)

Section A

17	MACRS deductions for assets placed in service in tax years beginning before 2011	17	
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here		

Section B—Assets Placed in Service During 2011 Tax Year Using the General Depreciation System

(a) Classification of property	(b) Month and year placed in service	(c) Basis for depreciation (business/investment use only—see instructions)	(d) Recovery period	(e) Convention	(f) Method	(g) Depreciation deduction
19a 3-year property						
b 5-year property						
c 7-year property						
d 10-year property						
e 15-year property						
f 20-year property						
g 25-year property			25 yrs		S/L	
h Residential rental property			27 5 yrs	MM	S/L	
			27 5 yrs	MM	S/L	
i Nonresidential real property			39 yrs	MM	S/L	
				MM	S/L	

Section C—Assets Placed in Service During 2011 Tax Year Using the Alternative Depreciation System

20a Class life					S/L	
b 12-year			12 yrs		S/L	
c 40-year			40 yrs	MM	S/L	

Part IV Summary (see instructions)

21	Listed property Enter amount from line 28	21	
22	Total. Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21 Enter here and on the appropriate lines of your return Partnerships and S corporations—see instructions	22	0
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

Part V

Listed Property (Include automobiles, certain other vehicles, certain computers, and property used for entertainment, recreation, or amusement.)  
**Note:** For any vehicle for which you are using the standard mileage rate or deducting lease expense, complete **only** 24a, 24b, columns (a) through (c) of Section A, all of Section B, and Section C if applicable.

Section A—Depreciation and Other Information (Caution: See the instructions for limits for passenger automobiles.)

24a Do you have evidence to support the business/investment use claimed? <input type="checkbox"/> Yes <input type="checkbox"/> No						24b If "Yes," is the evidence written? <input type="checkbox"/> Yes <input type="checkbox"/> No			
(a) Type of property (list vehicles first)	(b) Date placed in service	(c) Business/ investment use percentage	(d) Cost or other basis	(e) Basis for depreciation (business/investment use only)	(f) Recovery period	(g) Method/ Convention	(h) Depreciation/ deduction	(i) Elected section 179 cost	
25Special depreciation allowance for qualified listed property placed in service during the tax year and used more than 50% in a qualified business use (see instructions)							25		
26 Property used more than 50% in a qualified business use									
		%							
		%							
		%							
27 Property used 50% or less in a qualified business use									
		%				S/L -			
		%				S/L -			
		%				S/L -			
28 Add amounts in column (h), lines 25 through 27 Enter here and on line 21, page 1						28			
29 Add amounts in column (i), line 26 Enter here and on line 7, page 1							29		

Section B—Information on Use of Vehicles

Complete this section for vehicles used by a sole proprietor, partner, or other "more than 5% owner," or related person  
If you provided vehicles to your employees, first answer the questions in Section C to see if you meet an exception to completing this section for those vehicles

30 Total business/investment miles driven during the year ( <b>do not</b> include commuting miles)	(a) Vehicle 1		(b) Vehicle 2		(c) Vehicle 3		(d) Vehicle 4		(e) Vehicle 5		(f) Vehicle 6	
31 Total commuting miles driven during the year												
32 Total other personal(noncommuting) miles driven												
33 Total miles driven during the year Add lines 30 through 32												
34 Was the vehicle available for personal use during off-duty hours?	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
35 Was the vehicle used primarily by a more than 5% owner or related person?												
36 Is another vehicle available for personal use?												

Section C—Questions for Employers Who Provide Vehicles for Use by Their Employees

Answer these questions to determine if you meet an exception to completing Section B for vehicles used by employees who **are not** more than 5% owners or related persons (see instructions)

37 Do you maintain a written policy statement that prohibits all personal use of vehicles, including commuting, by your employees?	Yes	No
38 Do you maintain a written policy statement that prohibits personal use of vehicles, except commuting, by your employees? See the instructions for vehicles used by corporate officers, directors, or 1% or more owners		
39 Do you treat all use of vehicles by employees as personal use?		
40 Do you provide more than five vehicles to your employees, obtain information from your employees about the use of the vehicles, and retain the information received?		
41 Do you meet the requirements concerning qualified automobile demonstration use? (See instructions )		
<b>Note:</b> If your answer to 37, 38, 39, 40, or 41 is "Yes," do not complete Section B for the covered vehicles		

Part VI Amortization

(a) Description of costs	(b) Date amortization begins	(c) Amortizable amount	(d) Code section	(e) Amortization period or percentage	(f) Amortization for this year
42 Amortization of costs that begins during your 2011 tax year (see instructions)					
43 Amortization of costs that began before your 2011 tax year				43	
44 <b>Total.</b> Add amounts in column (f) See the instructions for where to report				44	